

# SEARCH PROSPECTUS:

Vice President for Strategic Enrollment Management



Cal State Fullerton®

# **TABLE OF CONTENTS**

<b>THE UNIVERSITY</b>	<b>3</b>
<b>FACILITIES</b>	<b>5</b>
<b>SUSTAINABILITY INITIATIVES</b>	<b>6</b>
<b>STUDENT ACTIVITIES</b>	<b>7</b>
<b>PRIVATE SUPPORT</b>	<b>8</b>
<b>ABOUT THE POSITION</b>	<b>9</b>
<b>PRIMARY RESPONSIBILITIES</b>	<b>10</b>
<b>QUALIFICATIONS</b>	<b>11</b>
<b>APPLICATION PROCESS</b>	<b>12</b>





California State University, Fullerton (CSUF) is seeking a dynamic leader and a passionate advocate for access and student success to serve as our inaugural Vice President for Strategic Enrollment Management. The desired candidate will have a proven track record of developing innovative solutions, implementing student-centered strategies, delivering results that support institutional goals, and collaborating with a diverse range of campus and community partners.

Founded in 1957, Cal State Fullerton is a community of approximately 139,000 people located in Fullerton, CA, 30 miles southeast of Central Los Angeles. About 43,000 students were enrolled in fall 2024, the majority of whom live in Orange County.

Cal State Fullerton is a leading campus of the CSU system, serving as an intellectual and cultural center for Southern California and a driver of workforce and economic development. We are an emerging national model for broadening access to higher education for the diverse student population in the region and beyond, and for supporting student success through innovative high-impact educational experiences and student support programs.

Cal State Fullerton embraces a very diverse community, with over 40 nations represented in the student body. CSUF is designated as a Hispanic Serving Institution and an Asian American and Native American Pacific Islander Serving Institution. Excelencia in Education, a nonprofit and national authority on Latinx student success, recertified Cal State Fullerton in 2024 with the Seal of Excelencia through 2027, a prestigious certification awarded to U.S. institutions that strive to go beyond Latinx student enrollment and intentionally elevate their students' success. Cal State Fullerton is one of nine institutions to earn recertification in 2024.

Watch this video to  
learn more about  
Cal State Fullerton



# THE UNIVERSITY

## About Cal State Fullerton

With an operating budget of approximately \$595 million for the 2024-2025 fiscal year, the University offers 120 degrees: 57 undergraduate degrees and 63 graduate degrees, including doctorates in education and nursing practice. Cal State Fullerton has 8 colleges, including the largest accredited business school on the west coast. The University employs 1,166 full-time and 1,162 part-time faculty members, as well as 1,991 staff members (fall 2024).

Cal State Fullerton is a major driver of economic activity statewide, powering \$2.26 billion in economic activity. The quality of faculty at Cal State Fullerton, 81% of whom hold a doctoral degree, is reflected in the numerous state, national, and international awards.

A Titan education is defined by high-impact immersive learning experiences amid a rich diversity of perspectives and backgrounds. CSUF graduates are academically confident, culturally competent, well prepared, and uniquely positioned to excel in their local communities, in the global marketplace, and in the journey of lifelong learning.

U.S. News and World Report ranks Cal State Fullerton among the top 10 performers in the nation for social mobility (Sept. 2024). Money magazine rates CSUF 4.5 stars in its list of Best Colleges in America (June 2024). Cal State Fullerton is No. 4 in the nation for total bachelor's degrees granted to Hispanic/Latino students, according to Hispanic Outlook on Education Magazine (Oct. 2024). Diverse: Issues in Higher Education ranks CSUF at No. 4 in the nation for bachelor's degrees awarded to Hispanics (Nov. 2024).

In fall 2024, CSUF enrolled record-high number of students of over 43,000. Nearly 60% of these students receive financial aid, and about 32% of them are the first in their families to attend a university.

## Mission

Cal State Fullerton transforms lives through innovative and quality education, research, and creative activities. We inspire all members of the Titan community to engage in their lifelong pursuit of critical inquiry and social justice; to become catalysts for equity and inclusivity; and to advance the intellectual, cultural, and economic growth of Orange County and beyond.

## Vision

Cal State Fullerton will serve as a model public university that cultivates leaders who drive innovation, systemic change, and collective well-being in local and global communities.

## Strategic Plan

CSUF's ambitious 2024-2029 strategic plan Fullerton Forward provides an excellent roadmap for evolving the institution's focus on student access, academic success, support, and well-being. It also addresses critical areas of recruitment and retention of students, faculty, and staff, as well as goals related to the physical and financial capacity of the institution and associated campus operations. Several of the plan's goals and strategies will involve significant leadership and partnership of the Vice President of Strategic Enrollment Management.

## Orange County

Orange County's three million residents enjoy a nearly perfect climate in which parks and beaches provide abundant opportunities for outdoor activities. Orange County is the home of exciting professional sports, a wide range of tourist attractions, including Disneyland, and quality venues for visual and performing arts. Orange County boasts a thriving business economy and a well-educated workforce. The County of Orange is a regional service provider with core businesses including public safety, public health, environmental protection, regional planning, public assistance, social services, and aviation.





## FACILITIES

The California State University, Fullerton campus includes approximately 110 permanent buildings, featuring student housing for about 2,200 residents and a recently renovated Titan Dining Hall. Recent developments include two buildings in the Visual Arts Complex, which added gallery and classroom spaces along with renovations to an existing structure, a 600-bed suite-style student housing facility, a parking structure, and an Olympic-sized pool.

- **Student Housing Phase 5:** A 512-bed apartment-style complex, currently under construction.
- **Engineering and Computer Science Innovation Hub:** A 42,000 square foot state-of-the-art facility in the design phase.
- **Landmark Hall – Center for Leadership:** A 20,000 square foot donor-funded building in the design phase.

The main campus core includes Mihaylo Hall, McCarthy Hall, Dan Black Hall, Humanities, Gordon Hall, and Langsdorf Hall, surrounded by key academic buildings: Titan Gym, Kinesiology and Health Sciences, Education Classroom, the Engineering and Computer Science Complex, and the Visual and Performing Arts Complex. Supporting academic buildings are the Titan Student Union, Bookstore, Charles L. and Rachel E. Ruby Gerontology Center (home to the Center for

Successful Aging), Student Health and Counseling Center, Titan Hall, and other utility buildings. The 10-story College Park building on Nutwood Avenue hosts the College of Communications and the College of Education, providing additional classroom and office space. The campus also features four parking structures, with a total capacity of 7,323 spaces and total approximately 12,425 vehicles. Through the Associated Students, Inc., Fullerton offers an accredited child development center on campus.

The Arboretum and Botanical Garden at California State University, Fullerton is located at the northeast corner of the main campus, the Arboretum is open to the public. The historical Heritage House, built in 1894 and moved to the 26-acre botanical preserve in 1972, was restored and currently serves as a museum devoted to the history of Orange County's beginnings as an agricultural region as well as the contributions of the Japanese American community and local pioneer families to its economic growth and development.



## SUSTAINABILITY INITIATIVES

Cal State Fullerton is committed to sustainability and has received its first Platinum Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council for the Student Housing Complex Phase 3. Recent sustainability initiatives include installing a solar-energy network on the rooftops of parking structures, the Kinesiology and Health Science (KHS) building, and the Clayer Performing Arts Center (CPAC), totaling approximately 4,777 kilowatts, with an additional 106 kilowatts planned. This clean-energy project is projected to generate 1.16 megawatt-hours of electricity annually, reducing greenhouse gas emissions by over 700 metric tons each year and saving an estimated \$9 million in utility costs over the next 25 years.



Cal State Fullerton is proud to:

- Empower graduates to become leaders in innovative climate solutions, as reflected in the multidisciplinary poster presentations addressing sustainability and climate action across the curriculum at the annual Energy and Sustainability Summit.
- Be a Second Nature Carbon Commitment signatory and integrate sustainability across academics and operations.
- Be a charter member of the Association for the Advancement of Sustainability in Higher Education (AASHE) with a STARS Gold rating.
- Be recognized as a top performer in water management in the 2024 Sustainable Campus Index, achieving a 27% reduction in water use from infrastructure and landscaping initiatives.
- Offer 100 electric vehicle (EV) charging spaces through the Southern California Edison Charge Ready Program, helping reduce greenhouse gas emissions by up to 8,300 pounds per day for a cleaner tomorrow.

The Associated Students Inc., CSUF provides student development opportunities through leadership, volunteer, and employment experiences. In addition, the Associated Students provides campus community members with important social, cultural, and recreational opportunities, as well as a wide range of programs and services. CSUF recognizes that many of the people who wish to attend the university are parents of young children, and to attend classes, these students must arrange for affordable, quality childcare. Therefore, the CSUF Children's Center has been established and operated with Associated Student Inc. funds, for the purpose of making the educational opportunities at the university equally accessible to these parents of young children.

The Arboretum and Botanical Garden at Cal State Fullerton provides academic experiences for each of the eight colleges, offering a teaching and learning platform spanning 26 acres with opportunities for research, internships, service-learning, thesis exhibits/presentations, and capstone projects.



## STUDENT ACTIVITIES

Student Affairs and college programs contribute to an active student co-curriculum, including opportunities for community service, recreation, arts and culture, professional development, and continuous learning to foster the whole student experience.

The College of the Arts presents a variety of cultural attractions showcasing student and faculty talent plus guest artists. Associated Students Productions hosts entertainment programs at venues throughout the campus.

The CSUF Athletics Department consists of a broad range of competitive sports for both male and female student athletes, providing them with the opportunity to obtain a college degree while also representing

CSUF Athletics both regionally and nationally. CSUF offers 18 NCAA Division I sports, including baseball, men's and women's basketball, men's and women's cross country, men's and women's golf, men's and women's soccer, softball, women's tennis, men's and women's indoor and outdoor track and field, women's volleyball, men's and women's water polo and men's and women's Spirit Squad. Approximately 385 student-athletes directly participate on these teams.

The choice of the elephant as the university's mascot, dubbed Tuffy Titan, dates back to the spring of 1962 when the campus hosted "The First Intercollegiate Elephant Race in Human History." The student-organized event attracted 10,000 spectators, 15 pachyderm entrants, and worldwide news coverage.





## PRIVATE SUPPORT

The Cal State Fullerton Philanthropic Foundation (CSFPF) oversees the management of charitable gifts to the university. The CSFPF Board of Governors focuses on building and strengthening relationships with our communities to encourage advocacy, investment, and support of the University, its mission, goals, and programs that advance student success. Cultivating significant opportunities for the future of Cal State Fullerton requires a large network of community support groups. These affiliates include the President's Associates, CSUF Alumni Association, Art Alliance, Colleagues of the College of Natural Sciences and Mathematics, Emeriti, Friends of the Fullerton Arboretum, MAMM Alliance for the Performing Arts, Music Associates, Osher Lifelong Learning Institute (OLLI), Patrons of the Library, Reading Educators Guild, Titan Advocates, and Titan Athletics Council.





# ABOUT THE VICE PRESIDENT FOR STRATEGIC ENROLLMENT MANAGEMENT POSITION

## POSITION SUMMARY

Reporting directly to the President, the Vice President for Strategic Enrollment Management (VPSEM) is a member of the President's Cabinet and provides leadership for the new Division of Enrollment Management at CSUF. Leveraging technology and data-informed insights through collaboration across campus, the VPSEM leads the division to develop and deliver a wide array of strategies and programs to broaden access for diverse student populations, strengthen efforts to recruit and retain traditional and non-traditional students, and ensure all students have a smooth experience throughout their higher education journey. As the leader of this new division, the VPSEM is responsible for building out the division infrastructure, developing the team, and implementing an integrated approach to strategic enrollment management across the division, while establishing collaborations with partners on and off campus to support the University mission of student access and success. The VPSEM is expected to play a pivotal role in recruiting and supporting the University's student body, ensuring alignment between institutional growth with the University's mission and financial objectives, and delivering CSUF's commitment to supporting students from outreach and recruitment to retention and graduation.

The VPSEM is crucial in shaping CSUF's future by attracting and retaining students who contribute to the CSUF community's diversity and excellence. This position is expected to:

- Lead the development and implementation of institutional vision for student outreach, recruitment, admission, retention, and graduation, in alignment with the University strategic plan;
- Drive the creation and execution of data-informed strategic enrollment strategies for diverse learner populations in a competitive higher education environment; Works closely with relevant divisions/units on campus to recommend enrollment growth directions that uphold the University mission and sustain the University's long-term sustainability;
- Build out a new division that works coherently

to bring talented diverse student populations to CSUF and support their journey to graduation, with initial focus on undergraduate recruitment and admission; Provides direction and oversight for units within the division to ensure consistent approaches and streamlined operations.

- Collaborate with colleges and divisions across campus to broaden the University's reach, remove barriers to enhance equity and inclusion, support student success and experiences, and shape enrollment growth in support of the University strategic plan and financial sustainability;
- Stay current with best practices and new developments in the field of enrollment management to continuously innovate the University's practices; Serves as the primary liaison for the University in all CSU, regional, and national enrollment management functions; Elevates CSUF to be a model institution in this area;
- Other duties as assigned.



## PRIMARY RESPONSIBILITIES

- **Strategic Enrollment Management:** Develop and implement comprehensive enrollment management plans that are aligned with the University goals and informed by data trends, focusing on attracting, admitting, and retaining a diverse and qualified student population.
- **Leadership and Oversight:** Manage key enrollment management units such as Admissions, Educational Partnership, Orientation and Outreach, and Financial Aid to ensure streamlined processes, efficient strategy implementation, and effective delivery of services to prospective and current students; Engage in regular assessment of operational effectiveness, and make informed adjustments as necessary.
- **Financial Oversight and Personnel Management:** Provide effective oversight of divisional budget and budgets relevant to enrollment management (e.g. financial aid, scholarship); Work closely with relevant units across campus (e.g. Office of the Provost, Office of Resource Planning and Budget, Office of Institutional Effectiveness and Planning) to balance enrollment strategies with other important factors such as instructional capacity, space availability, and financial sustainability; Build and manage a team of appropriate talent with a positive culture that values diversity, equity, and inclusion.
- **Policy Development:** Contribute to the formulation of data-informed policies and procedures related to student enrollment and success, ensuring equitability, institutional competitiveness, and compliance with relevant regulations, CSU requirements, and accreditation standards.
- **Student Support:** Leveraging technology and informed by data, partner with academic programs and student support services units outside of Enrollment Management to provide a seamless student experience from admission to graduation.
- **Collaboration:** Work closely with other members of the President's leadership team and colleagues across campus (e.g. academic departments, administrative units, faculty, and staff) to identify barriers, create solutions, and promote coordinated efforts towards shared enrollment goals, integrated student success, and university-wide enrollment growth.
- **Community Partnership:** Develop and maintain positive relationships with community partners including but not limited to school districts, community colleges, alumni and other organizations to build enrollment pipelines and establish CSUF as a "first destination" institution.





# QUALIFICATIONS

## MINIMUM QUALIFICATIONS

- Master's degree from an accredited institution.
- Minimum of 5 years of experience in enrollment management or closely related field.
- Proven record of substantial enrollment leadership and responsibility in a higher education environment, including strategy development, execution, assessment, and adjustment (if necessary).
- Demonstrate success working with diverse student populations and supporting student success.
- Experience with budgeting, resource management, and fiscal accountability.
- Successful record in establishing productive collaborations with faculty and staff in a higher education environment.
- Experience leading multiple units and managing and motivating diverse staff.
- Expertise in CSU system, state, and national higher education policies and practices that influence enrollment management.
- Demonstrated commitment to the mission, vision and values of CSUF.



## DESIRED QUALIFICATIONS

- Doctoral degree from an accredited institution.
- Seven or more years of senior-level experience in enrollment management in higher education, with a track record of successful recruitment strategies that balance the institution's competitiveness and support its mission.
- Demonstrated success in leading and motivating individuals and teams to continuously improve and innovate enrollment management processes and practices.
- Hands-on experience in the use of technology in support of recruitment, admission, enrollment, and financial aid.
- Thorough knowledge of enrollment management policies, practices, priorities, and trends in the CSU system, the state, and the nation.
- Demonstrated ability to develop, implement, and reach strategic goals through engaging and collaborating with key stakeholders on and off campus.
- Ability to work with diverse constituency groups including students, faculty, staff, administrators, and community partners of a large organization and in a complex environment to bring together and mobilize different perspectives and initiatives.
- Experience of higher education administration including fiscal and personnel management in a unionized environment.
- Ability to think clearly and execute sound decision-making under tight deadlines or high stress situations.
- Ability to communicate effectively, both orally and in writing, to diverse stakeholder groups on or off campus.



## APPLICATION PROCESS

If you are interested in confidentially learning more about this opportunity, please reach out to Phenicia McCullough, Vice President for Human Resources, Diversity and Inclusion, at (657) 278-8213 or, if more convenient, schedule an introductory call by emailing [hr@fullerton.edu](mailto:hr@fullerton.edu). Applications can be submitted in confidence at <https://www.fullerton.edu/leadership>. Those applications received by Thursday, March 20, 2025 by 9:00 PM (Pacific Standard Time)/midnight (Eastern Standard Time) will be assured full consideration. A complete application will include a cover letter addressing the qualifications above, curriculum vitae, an Inclusive Leadership Statement, and the names, e-mail addresses, and phone numbers of five references. References will not be contacted without explicit permission from the candidate.

California State University, Fullerton celebrates all forms of diversity and is deeply committed to fostering an inclusive environment within which students, faculty, staff, and administrators thrive. Individuals interested in advancing the University's strategic diversity goals are strongly encouraged to apply. Reasonable accommodations will be provided for qualified applicants with disabilities who self-disclose.

